



Insight

Volume 4, No. 4

U.S. Army Intelligence & Security Command

March 19, 2004

Leadership key to success

Intelligence leadership has never been more important to the success of our Army, the joint and intelligence community team, and our nation. The pace of ongoing operations is unprecedented in every theater.

As I write this, more than 800 INSCOM Soldiers and civilians are deployed in over 30 countries; add to that numerous National Guard and reserve professionals mobilized and deployed under INSCOM's colors. The balance of INSCOM remains fully engaged from forward stationed or virtually networked "foxholes" spanning the globe. The demand for our products, like actionable intelligence, has never been higher or more important.

A recent visit to 470th MI Soldiers deployed in Colombia reconfirmed what I've seen in each of our units in other regions. Forward based aviators, collectors, analysts and maintainers are making intelligence happen through innovative application of sound intelligence techniques against a seasoned, adaptive enemy within a rapidly changing joint and combined environment. Technology helps, but isn't sufficient to generate operationally relevant intelligence along

tactically useful timelines. It takes leadership, permeated to all levels and within all disciplines - key characteristics that are readily apparent in our leaders:

- A high level of situational awareness with the clear understanding of the unit mission, the supported commander's primary intelligence requirements and the broader theater/country team/campaign objectives.

- Technical competence reinforced by focused mission preparation, rehearsals, back-briefs and after-action reviews.

- Maintaining a strong desire to "get the job done" in a high quality fashion within the context of multi-discipline intelligence fusion and risk management. INSCOM workers who feel "There's always something more we can do."

- Joint and intelligence community savvy-personnel who work with and leverage theater, sister service, special operations forces, national and host nation capabilities.

- A self-disciplined, team orientation to all tasks. Identifying problems and fixing them as part of the normal battle rhythm. The routine application of legal, ethical and moral standards is also important.



DA photo

- Mature, self-confident leaders who are willing to make the call and stand accountable at multiple levels.

The more technology we integrate into our operations, the greater the need for rock-solid leadership throughout our force - it's our greatest "asymmetric advantage" and it guarantees success in all environments. It's everyone's job to set subordinate leaders up for full success through the establishment of a command environment which empowers INSCOM Soldiers and civilians, underwrites honest mistakes and turns them to positive advantage, and fully leverages constructive insights without regard to rank or position.

(continued on page 9)

National Women's History Month

by Karen Kovach
INSCOM History Office

In 1987 the National Women's History Project, a nonprofit educational organization, successfully petitioned Congress to expand the designated national "Women's History Week" to include the entire month of March. This year the Women's History Month theme is "Women Inspiring Hope and Possibility."

American women have made historic contributions to the growth and strength of the nation in every sphere of life—economic, cultural, and social. In the forefront of every major progressive social movement, women have been leaders, not

only in securing their own rights of suffrage and equal opportunity, but also in the abolition, emancipation, industrial labor, civil rights, and peace movements.

In 1889, Jane Addams and Ellen Gates Starr founded Hull House, one of the first social settlements in North America. While in London, Addams visited a settlement of university undergraduate residents, sharing "companionship, intelligent interests, and absorbed devotion in a world of things as they are."

Impressed with the settlement as a way of life in which she could put her theories and convictions about human and

social welfare into action, she and Starr decided to establish such a settlement in a comparable district in Chicago. "The first days there," they recalled, "laid the simple human foundations which are certainly essential for continuous living among the poor—first, genuine preference for residence in an industrial quarter to any other part of a city because it is interesting and makes the human appeal; second, the conviction that the things which make men alike are finer and better than the things which keep them apart and that these basic likenesses, if they are properly accentuated, easily transcend

(continued on page 9)



file photos

"Women Inspiring Hope and Possibility" is the theme for this year's National Women's History Month.

INSCOM Insight is published bi-weekly as a Command Information e-publication for the men and women of the U.S. Army Intelligence and Security Command under the provisions of AR 360-1. Opinions expressed herein do not necessarily reflect the views of Headquarters, INSCOM, the U.S. Army, or the Department of Defense. All photos are U.S. Army photos unless otherwise noted. Send articles, photographs, graphics or story ideas to INSCOM Public Affairs Office at pao@inscom.army.mil, or copies to 8825 Beulah St., Fort Belvoir, VA 22060. For additional information, call (703) 428-4965.

Chief, Public AffairsDeborah Y. Parker
Editor.....Brian Murphy

NGIC opens doors to neighborhood

by Maj. William Anderson

National Ground Intelligence Center

More than 1,000 Soldiers and civilian employees of the National Ground Intelligence Center reside in the communities surrounding the Charlottesville, Va., facility. Recently, Col. Dalton Jones, NGIC commander, took the first step to improve the relationship between the center and its 10-county neighborhood by hosting two open houses and metaphorically, unlocking the organization's doors to local community leaders.

The Community Leader Open House, Jan. 14, explained the role NGIC plays in America's defense, as well as the contributions NGIC employees make to the local region. Invitees included county administrators, mayors and their staffs, school superintendents, school board members, chiefs of community development, and the marketing director for the local airport. The Law Enforcement/Emergency Services Open House, Feb. 26, was tailored to meet the unique interests of the law enforcement and emergency service communities, and hosted leaders and personnel representing sheriffs, Virginia State Police, university police, airport police, fire departments, emergency communications centers, and emergency management offices.

"I gained a much greater knowledge of your purpose and learned so much about the strategies of our national defense," said Terrie Dean, a regional airport marketing coordinator.

At both events, guests began the day with an overview of the NGIC mission and the ways NGIC employees contribute to the local region through volunteer and financial support to youth, environmental protection, emergency response, community service, medical research, religious, and veteran organizations. Attendees received briefings on combat equipment such as small weapons, body armor and night vision devices. NGIC specialists explained the workings of improvised explosive devices to the audience, providing an insiders' look at a hazard frequently encountered by Soldiers in Iraq. Community



photo by Julie Lucas

Staff Sgt. Robert Baker answers questions during the NGIC Open House Feb. 26.

leaders got a look at the tools of the intelligence trade: database management capabilities, modeling/simulation programs, consequence assessment tools, radar signatures, satellite imagery, and an intelligence operations center.

Following the briefings, attendees and NGIC staff participated in an open discussion, asking and answering questions and providing guests the opportunity to raise issues of mutual interest.

Participants agreed they benefited from the event. Ruth Campopiano, a Fluvanna County school board member, said she feels she now knows what the unit contributes to the community.

NGIC is the Defense Center of Excellence for ground force production. It provides scientific and technical intelligence and general military intelligence on foreign ground forces to warfighting commanders, force and material developers, and Army, Defense Department, and National-level decision-makers. NGIC also manages the Army's Foreign Materiel Exploitation Program and foreign materiel acquisition requirements and constitutes a single authoritative source for comprehensive ground forces threat to the Army and other services.

Assignments only a click away

WASHINGTON (Army News Service) - The Human Resources Command is using the Internet to maintain up-to-date information on enlisted Soldiers to help them choose assignments and manage their careers.

This month, HRC will begin notifying Soldiers of their next duty assignment within 90 days of their departure, by e-mailing the information to their Army Knowledge Online e-mail addresses. Other Web based initiatives include:

Sending e-mails that acknowledge receipt when Soldiers update their assignment preferences on Assignment Satisfaction Key, known as ASK the Web assignment preference page.

E-mail reminders will also be sent out to get Soldiers to update their contact information (home address and telephone number) 90 days after arriving at their new duty station. Then, Soldiers will be reminded to update their assignment preferences on ASK after being stationed stateside for 24 months, and 18 months for those overseas.

"This is good thing. It's the next, natural step for the Army to take in making it easier for the Soldier to manage his or her career," said Ray Domaskin, chief of military personnel branch, INSCOM. "This move encour-



photo by Staff Sgt. Larry Simmons

Soon Soldiers around the globe can learn their next duty stations online.

ages Soldiers to build a relationship with their assignments manager and that's something they need to do."

"The Army is going through a cultural change. We are giving privates career information before their chain of command finds out," said Brig. Gen. Howard Bromberg, the director of enlisted personnel management directorate, HRC. "We will continue to change our policies as necessary to support the global war on terror and a joint and expeditionary Army."

Commanders will still find out about Soldier assignments through traditional means, but the HRC-GRAM, formerly known as the PERSGRAM, that is sent to Soldiers through the mail will be phased out. Soldiers will be able to find out about assignments through e-mail notification or by calling an

Interactive Voice Response System at 1-800-FYI-EPMD.

ASK was introduced to Soldiers two years ago. However, this will be the first time Soldiers will have access to view key personnel information that is used by assignment managers when considering a Soldier for assignment, officials said.

"HRC is in the process of giving enlisted Soldiers access to their enlisted record briefs through the internet. Officers already have that capability. Now INSCOM Soldiers can update their preferences from anywhere in the world. That's a huge advantage when we consider how widespread the command is," Domaskin said.

"It is important that Soldiers look at their personnel information to ensure it is correct. If it needs to be

(continued on page 5)

(continued from page 4)

updated they need to contact their local personnel office," Bromberg said.

The more accurate information career managers have on a Soldier, the higher the success rate will be in finding an assignment that's right for the Soldier and the Army, Bromberg said. However, Bromberg added that in assigning Soldiers, the focus is still combat readiness.

Where Soldiers are assigned is only a piece of the Army's stabilization puzzle, Bromberg said. The other parts include the Army's new manning system, Force Stabilization which consists of unit focused stabilization and home-basing. Home-basing will require initial-term officers and enlisted Soldiers to stay at their first duty station for an extended tour of up to six or seven years.

"These initiatives are about unit over self," Bromberg said. "We're still

taking care of Soldiers and getting them the training and care they need. But we're focused on getting units stabilized so they can do the mission at hand."

An example of the needs of the Army coming before assignment preference is: a Soldier serving in Korea who was told that he could go to Fort Hood, Texas, when his tour is over, as part of HAAP (home base/advance assignment program). But, if during the Soldier's tour overriding Army mission requirements determine that the Soldier is needed elsewhere their HAAP can be renegotiated. Enlisted personnel assignment managers work with the Soldier, but based on the requirements of the Army, may assign the Soldier to a new location.

"We're not getting rid of the program, but people think that if we give them an advance assignment, they are guaranteed that assignment," Bromberg said. "What we're

"This move encourages Soldiers to build a relationship with their assignments manager and that's something they need to do."

*Ray Domaskin,
military personnel
branch, INSCOM*

saying is that we will try to meet requirements, but we may change, based on the needs of the Army."

Every single Soldier is needed somewhere in the Army, whether it's as an instructor, drill sergeant, recruiter or in a rifle platoon in a deploying unit, Bromberg said. Every skill is important, he added.

In the future, HRC also plans to expand its Web initiatives and get away from using Department of the Army Form 4187, Personnel Action Request, to streamline that process, also.

The vision is to have a Soldier volunteer for an assignment electronically. If requests can go up and back down all electronically, the process can be cut from 90 days to 14 days, Bromberg said. The technology is there, he added, and it can be done.

"It's a great initiative. It gets assignment information in the hands of the Soldier sooner, gives them greater control over their career and eliminates many of the paperwork hassles they experienced in the past," Domaskin added.



photo by Staff Sgt. Jonathan Cole

Soldiers will know their next duty assignment faster with the changes.

New hotline now available

Phone number for sexual assault victims

The Department of Defense announced March 5 that a toll-free telephone number has been established for individuals who want to contact or provide information to the Department of Defense Task Force on Care for Victims of Sexual Assault.

The number, 1-800-497-6261, is staffed from 9 a.m. to 9 p.m. EST, Monday through Friday. The department's hot line will supplement those previously established by each of the services.

Defense Secretary Donald

H. Rumsfeld this month ordered a senior-level inquiry into the reported sexual assaults in Iraq and Kuwait, and how the armed services treat victims of sexual assault. The Army and Air Force have opened similar investigations.

Under Secretary of Defense for Personnel and Readiness David S.C. Chu said that the findings of the 90-day review are due by April 30th.

"Every servicemember deserves to be treated with the utmost respect and dignity," Chu

said. "Sexual assault is criminal conduct and will not be tolerated in the Department of Defense."

Chu believes the information from the call center will assist the task force and defense officials in developing policies and programs to improve assistance for victims of assaults and enhance efforts at prevention.

Victims who have reported a case of sexual assault through their chain of command, but are still looking for help can contact the Army's sexual assault hotline at 1-800-497-6261.

CI: Soldier wanted to help terrorists

Through an aggressive counterintelligence posture, Army CI officials detained Spc. Ryan G. Anderson, a tank crew member from the National Guard's 81st Armor Brigade Feb. 12, just days before he was to leave for duty in Iraq.

Anderson, 26, is suspected of "trying to pass information about military capabilities to al Qaeda through an Internet chat room," according to Lt. Col. Stephen Barger, Fort Lewis' public affairs officer. Anderson is being held in Fort Lewis pending official charges.

Working closely with the U.S. Attorney's Office, the Staff Judge Advocate, and the Federal Bureau of Investigation, Army CI used a multitude of investigation techniques and followed a solid investigative plan to obtain evidence.

The investigative team averted a potentially dangerous situation to the hundreds of thousands of troops deployed around the world.

The information that Anderson is alleged to have tried to pass pertains to the vulnerability of U.S. equipment. The investigation into Anderson's alleged attempted communications with al Qaeda reflects the growing interaction between the Department of Justice and the FBI with the Defense Department CI community. A joint investigation requiring coordination and consultation was necessary to span the breadth of Anderson's alleged actions.

David A. Burt, II, director, Counterintelligence Field Activity (CIFA), expressed his gratitude to Army counterintelligence.

"This alleged act could have resulted in many a relative of deceased and injured service members asking, 'how did this happen?' However, the diligence of the counterintelligence agents investigating this case saved potentially hundreds of lives," Burt said.

Users beware

A recent rash of mass emailing worms has made it's way to INSCOM. One particular worm, which instructs the user to go to a site and click a link to remove a virus, claims to be from a support@army.mil address. INSCOM personnel should avoid emails such as these and contact their administrators immediately upon receiving them.

Fort Meade hosts Marriage Week

by Tina Miles
902nd MI Group

Valentine's Day is typically a day when couples around the world celebrate their love for each other together; however, some twosomes aren't that lucky. This past Feb. 14 many military duos found themselves oceans apart. In an effort to support those who, because of deployments in support of the Global War on Terrorism, were separated from their loved ones, Fort Meade, Md., in conjunction with its host county, Anne Arundel, held its first "National Marriage Week Celebration," Feb. 7, at Club Meade.

In her opening remarks one of the organizers, the Rev. Sarah Woods, president of the Healthy Homefronts Coalition, began by saying that this first "National Marriage Week Kick-Off Brunch" was planned specifically to honor spouses of deployed service members.

The brunch was the beginning of a weeklong series of events celebrating marriage. She told the attendees that the Anne Arundel County community supports the military families based at Fort Meade and all families affected by deployments. Woods reminded the spouses that they have always been among Anne Arundel County's favorite residents.

"Someone in the county is



photo by Tina Miles

The Volunteers sing "The Traveling Soldier," bringing tears to the eyes of many audience members during the event.

praying for you, even though you've never met, and they have faith for you when your's may seem weak. We have your back," said Woods, adding that she hoped that thought comforted them in times of need.

Sitting at one table were wives and fiancées of deployed Soldiers of the 902nd Military Intelligence Group. As they waited for breakfast to begin, they shared their thoughts and feelings about their loved ones.

Some of the women were new to having their husbands deployed; two were recently married in Sept. 2003. Other spouses had experienced deployments before and

shared helpful-hints with the newcomers.

Overall the conversation was cheerful, spirited and often humorous. One wife, Annette, pulled out a wallet-sized photo of her husband and said, "This is what we do. When we go out to eat as a family, we put this photo of Lyle at a place-setting so he's there with us."

Members of the U.S. Army Field Band ensemble group, "The Volunteers," entertained during the brunch. As the lead singer performed the country music hit, "The Traveling Soldier," the mood of the participants turned solemn, and tears were seen in the

(continued on page 8)

(continued from page 7)

eyes of several spouses.

Those sitting together quickly consoled each other and the conversation regained its up-beat spirit as one of the women mentioned that now they can email their husbands directly. Jennifer, married to a 902nd MI Group staff sergeant, said, "I get emails practically every day, even if it's just to know he's okay."

Kristi, a captain's wife, shared a message from her husband, "He often talks about the children over there and says that then he thinks of our two children. He talks about how the small Iraqi children come running up to them (U.S. Soldiers), smiling and waving flags, and how happy they are. He says the children



photo by Tina Miles

Kristi, wife of a deployed 902nd MI Group captain, and her two daughters pack their gift bags at the end of the event.

don't have much, but they don't know it and are just so happy all the time."



photo by Tina Miles

Cary makes a Valentine's Day message for her deployed spouse.

Keeping busy with daily routines school, work, children, and the Family Readiness Group meetings and committees was also discussed. Annette volunteers as a member of the welcoming committee. Everyone believes the support and information they receive from the Family Readiness Group is excellent. Personal interaction with other group members is also viewed as a plus. Since the unit deployed, several spouses have met and become good friends through the Family Readiness Group meetings.

Though each attendee would prefer to spend Valentine's Day with their spouse, each seemed comforted by the knowledge that their community cares and by the opportunity to be together with others experiencing the same daily challenges.

Putting money in Soldier's pockets

Deployed uniformed service members have the chance to earn a guaranteed 10 percent interest on their savings annually.

Defense Finance and Accounting Service (DFAS) in accordance with the Department of Defense implemented the Savings Deposit Program in August 1990 for members who were serving in the Persian Gulf Conflict.

The Act progressively changed to include troops assigned to areas of operation outside the United States on ships or mobile units. This

program includes Operation Iraqi Freedom service members assigned to a combat zone or in direct support of a combat zone.

"A service member can contribute up to \$10,000, but interest of 10 percent will not accrue after that amount," said Roger Castillo, program director for the Savings Deposit Program.

"A member can participate in the program if the member is serving outside the United States or its possessions in support of Operation Enduring Freedom and has served at

least 30 consecutive days in an area that has been designated as a combat zone or in direct support of a combat zone," Castillo said.

"Also, members serving on permanent duty assignment outside the United States or its possessions in support of contingency operations and serving on active duty in the designated area for more than 30 days," Castillo said.

To make a deposit into the fund, Soldiers are asked to contact their unit's financial office.

(continued from page 1)

It's a distinct honor to lead America's sons and daughters under every circumstance - it's a special privilege and sacred trust to lead them in war. We should take great satisfaction from our many collective accomplishments and take this opportunity to rededicate ourselves to the challenges ahead. Out Front!

Maj. Gen. John F. Kimmons

(continued from page 2)

the less essential differences of race, language, creed and tradition."

Many volunteers, both men and women, joined them as residents of Hull House. They were devoted not only to helping their neighbors overcome personal problems, but to developing opportunities for education, art, music, recreation, and companionship for young and old. The way of life at the settlement contributed greatly to advances in individual community and social welfare.

Today, it's more important than ever to engage everyone, from every walk of life, in

volunteering as a way to combat the serious social problems that greatly disrupt our lives and the lives of others.

The theme "Women Inspiring Hope and Possibility" includes women in many endeavors and professions, but it accurately describes women committed to and leading volunteer/mentoring programs. INSCOM's Women's History Month guest speaker is one of these inspired, and inspiring, women.

Over the past 20 years, Joan Dale has been an active community volunteer in both Alexandria and Fairfax County. She is currently the

coordinator of *The Grandfathers Group*.

Thirty-five percent of American children are living without their fathers, a fact that exacerbates a whole range of social problems. Programs like *The Grandfathers Group*, *Big Brothers*, *Big Sisters*, and INSCOM's own *Partners in Education* match caring adults with children who desperately need a sense of hope and a vision of possibility in their own lives.

Dale will speak during the Women's History program in the JG Conference Room of the Nolan Building, Fort Belvoir, Va. at 10 a.m. March 24.